

6810
Code 18
August 1999

From: BUMED Specialty Leader for Optometry
To: All Navy Optometrists

Subj: SPECIALTY LEADER NEWSLETTER, FOURTH QUARTER FY99

Encl: (1) [Eyewire Fall 99: CO's Corner](#)
(2) [FSO Agenda](#)
(3) [Performance Summary Report \(.ppt\)](#)
(4) Fitness Report Form—NAVPERS 1610/2 (7-95)
(5) [Officer Fitness Report Input SAMPLES ONLY](#)
(6) [DFAS Pay and Reimbursement Tables](#)
(7) [Optometry Visits for FY98 \(.xls\)](#)
(8) [Fitness Report Example for an O5 Officer](#)
(9) [Fitness Report Example for an O3/O4 Officer](#)

1. **BRAVO ZULU**

- a. Congratulations to LCDR Mark Lambrecht, MSC, USN, who was selected for promotion to Commander by the FY00 Selection Board. LCDR Lambrecht is currently in route to NH Great Lakes. A total of 57 officers were selected for promotion.
- b. Congratulations to the following Navy optometrists selected for promotion to LCDR by the FY00 O-4 Selection Board: Maria Sheldrake (BRMCL Albany, GA); Mary Tillotson (in route to NNMCM Bethesda, MD); Luis Perez (NH Twenty-nine Palms, CA); and Ken Uyesugi (NH Yokosuka). A total of 90 officers were selected for promotion.
- c. BEST WISHES for a well-deserved retirement to CDR Uldis Delviks (BMCI Mayport). CDR Delviks recently retired after 28 years of dedicated Naval service. On behalf of the Navy optometry community, fair winds and following seas to CDR Delviks and his family.
- d. Congratulations to CAPT Ken Meredith who was selected to assume the position of Deputy Director of the Medical Service Corps. On behalf of the Navy optometry community, I would like to extend our deepest appreciation to CAPT Meredith for his outstanding work and support on behalf of all Navy optometrists. CAPT Meredith will move from his position as the Health Care Science Officers' Detailer to the BUMED office of OOMSC on 23 August 1999. CAPT Meredith is replacing CAPT Jerry Patee, current Deputy Director of the Medical Service Corps, who is retiring after thirty years of Naval Service.
- e. FAIR WINDS and FOLLOWING SEAS to the following Navy optometrists who have requested release from active duty during FY99:

LCDR Melissa Berry	LCDR Phil Mason	LT Deborah Prince-Zito
LT Christian Radaneta	LT Gretchen Chadwick	LT Jim Majors
LT Eudoxia Tsongalis	LT Lynn Sanford	
- f. BEST WISHES for a well-deserved retirement to CAPT Jerry Patee, Deputy Director of the Medical Service Corps. CAPT Patee's retirement ceremony will be held at the Navy Memorial, Washington, DC on 27 August 1999. CAPT Patee, an aviation physiologist, was instrumental in assisting Navy optometry during the development of the Aviation Optometry programs at NOMI and NAMRL.
- g. LCDR Michael Radiou, USNR-R, is to be commended for fulfilling a short fused request for optometric support on the fourth humanitarian mission to Indonesia during FY99. Without the cooperative effort of our Navy Reserve optometrists, we would be unable to provide all the required operational commitments of the active duty forces. Please be sure to recognize the commitment and contributions made by the Reserves the next time your interface with a Navy reserve optometrist.

- 2. REGIONAL OPTOMETRY PRECEPTOR PROGRAM** – The summary report of the regional progress on the Mission, Vision, Guiding Principles as well as the Annual Plan for FY00 will be presented in the first quarter issue of FY00.

3. DETAILING ISSUES

- a. CAPT Marilyn Past is the new MSC detailee for Health Care Sciences. CAPT Past replaces CAPT Ken Meredith as of 02 August 1999. CAPT Past can be reached at:

Telephone: (901) 874-4051
DSN: 882-4051
FAX: (901) 874-2640
Email: p4415j@persnet.navy.mil
Bureau of Naval Personnel
PERS-4415J
5720 Integrity Drive
Millington, TN 38055-0000

- b. A wonderful opportunity exists for all MSC officers---to be selected as a recorder and/or member of a promotion board. As a recorder, you review all the records for complete contents prior to the actual convening of the selection board. You are present throughout the deliberations of the board and witness first hand how a selection board works. As a member of a selection board, you thoroughly review individual records, present the record to the entire selection board and vote for the individuals who, in your opinion, are the most highly qualified candidates for promotion. If you would like to be considered for this opportunity, you can let CAPT Past know of your desires and/or contact LCDR Jeffrey McDonald, at (901) 874-4053, DSN 882-4053.

4. EXECUTIVE AGENCY: [Enclosure \(1\)](#) is a status report by CAPT Mittelman on the Status of the Executive Agency for Ophthalmic Fabrication. Over the past 18 months, CAPT Mittelman and CAPT(s) Pattison have been diligently working to establish the Ophthalmic Fabrication Enterprise (OFE)—the consolidation of Navy, Army and Air Force ophthalmic fabrication assets to provide a more cost effective and efficient unified organization. Under their leadership and with the input of all the OSU directors, military optometry has demonstrated that “in-house” production of prescription eyewear is more cost effective and can meet the readiness demand. Each of us should be profoundly grateful to CAPT's Mittelman and Pattison. Without their untiring efforts, all of the military ophthalmic laboratories would most likely be contracted to civilian organizations.

5. FY 00 HUMANITARIAN MISSIONS

- a. I have received notification from BUMED that we can anticipate a Humanitarian Mission to Indonesia will occur quarterly during FY00.
- b. For officers interested in participating in one or more of these missions, please contact me ASAP, TELEPHONE: (301) 619-2186 DSN: 343-2186, EMAIL: marcia.krasicky@det.amedd.army.mil
- c. You will need to have a “BLUE” passport. This passport is the same type of passport you would get if you were going abroad on vacation. Your shots will need to be up-to-date and you will need to confirm with your department head/directorate their approval to allow you to participate.
- d. The funding comes from the sponsoring agent NOT your local command.
- e. The trips normally run approximately 2 weeks.
- f. Reserve optometrist are welcome to participate.

6. SHORT SPLICES:

- a. Thank you to all of you who responded with input on the credentialing document proposed by Ophthalmology and on the samples of bullets for the following article on Fitness Reports.
- b. In planning the FY00 detailing assignments, I still have the following duty stations that are CRITICAL fills. Officers with two years time on station can be considered for OCONUS moves NOW. Please contact me as soon as possible if you have interest in PCS orders to the following:

NH Guam
NH Keflavik
BMC Hawaii

BMC Key West
NH Sigonella

NH Okinawa
NH Yokosuka

- c. If you have an interest in attaining the Aerospace Optometry (Winged Optometrist) designator with possible assignment to a carrier billet, please contact me at your earliest convenience.
- d. **REMINDER!** The Federal Service Optometry meeting is rapidly approaching. Details on the meeting are provided in [enclosure \(2\)](#). Make your plans to attend NOW!

7. FITNESS REPORTS

As promised in the third quarter newsletter, the majority of the fourth quarter newsletter will be dedicated to the issue of "Fitness Reports". In its most basic form, the Fitness Report (FITREP) is no more than a communication tool. However, it truly is much more than just a tool—the FITREP is of overwhelming importance to an individual's career and plays a critical part in everything that happens to an individual during their career. The FITREP is not a gift, it is a quantitative and qualitative reflection of what the individual has accomplished during a given period of time. It is a reflection of performance. The FITREP is the most important document in an officer's record and it is the individual officer's responsibility to ensure that they understand their FITREP when presented by the reporting senior.

PURPOSE

"The Secretary and I are looking for fitness reports and evaluations that produce honesty, generate teamwork and let selection boards decide fairly who should get promoted. We have good system now. The Secretary and I agree we can make it even better."

CNO in All Hands DEC 94

- *Single most important personnel management tool
- *Documents performance from entry to separation
- *Impacts all career decisions

REFERENCES

- A. BUPERSINST 1610.10 of 2 August 1995
- B. Effective 1 January 1996
Six Changes
NAVOP 043/95
CHANGES:
 - Allows up to two traits, excluding Equal Opportunity, to be assessed as Progressing (2.0) and still maintain an overall Evaluation and Recommendation of Promotable.
 - A Promotable Recommendation may not assigned with any trait graded 1.0
 - Physical Readiness. Member failing most recent PRT can not receive any higher than 2.0 in Military Bearing and can not receive any higher promotion Recommendation than Promotable.

NAVADMIN 049/97

CHANGES:

- One time freeze of Reporting Senior Cumulative Average 1 Jan 96-31 Dec 96
- Expanded comments sections, Ranking authorized.
- NOB with comments for active duty for training of more than 10 days and less than 90 days.
- Sub-category authorized for personnel Retiring, going to the Fleet Reserve or resigning their commission.

NAVADMIN 175/98

CHANGES:

- Disks are no longer required to be submitted with the hard copy reports.
- Unsigned Advanced copy Reports that are "Certified" by the Reporting Senior that the member has been provided a copy will not be accepted. Reporting Senior must certify in the member's signature block by writing the words, in black ink, "Certified, Copy Provided". Adverse reports that are "Certified" will not be accepted.

NAVADMIN 239/98—No changes that affect Navy optometrists' fitreps

NAVADMIN 276/98

CHANGES:

- Forced ranking of junior officers has been a major concern voiced by senior officers and reporting seniors since the new Performance Evaluation System went into effect.
 - A mark of "Promotable" was perceived as disenfranchising junior officers, shifting their focus from earning warfare qualifications to competing with peers.
 - Our leadership concerned that early competition in the initial period of officer development is counterproductive and not in the best interest of the Navy.
 - Effective immediately:
 - *All Active/TAR/Inactive O1/O2 personnel (including LDOs) can receive a promotion recommendation no higher than "Promotable". There are no limits on trait grades.
 - *All Active/TAR/Inactive O3 personnel (including LDOs) no limit on "Must Promotes".
- What does this Mean?
- A promotion recommendation mark of "Promotable" is now a function of the system and not necessarily a performance indicator of the officer.
 - The reporting senior's cumulative average and the summary group's average are now more important than ever, especially for LDOs.

NAVADMIN 050/99

CHANGES:

- Now mandatory that all members who have an "Approved" (Approved meaning orders in hand) Resignation/Retirement/Fleet Reserve request shall be placed in a separate subcategory.
- Significant Changes Regarding PRT Failures. The revised Physical Readiness Instruction, OPNAVINST 6110.1E, which became effective on 01 September 1998, states:
 - *During the Reporting Period, members who have acquired one official Physical Readiness Program failure shall receive a maximum grade of 2.0 in "Military Bearing", and may be marked no higher than "Promotable" in block 45 of the Performance Evaluation.
 - >If a member has two official PRT failures in the same Reporting Period, a 1.0 in "Military Bearing" and a "Significant Problem" promotion recommendation must be given.
 - >A member who has acquired three official PRT failures in the current four year period, shall receive a maximum grade of 1.0 in "Military Bearing", and marked "Not Recommended" in Block 47 of NAVPERS 1616/26.

SOFTWARE

NAVFIT98

- *NAVFIT 98 is the only program that is "Certified" to be Y2K compliant
- *This will be the only software authorized for use after 31 Dec 99

FORMAT of FITREPS

- *Upper and Lower Case 10/12 Pitch ONLY (no tiny type)
- *No Script, Italic, Bold or Unusual Type
- *No Underlining, Asterisks or Highlighting
- *DON'T
 - make handwritten comments on E5-O6 Reports
 - Comment on Pending Actions (disciplinary or awards)
 - Comment on Previous Failure of Selection

OBTAINING YOUR PERFORMANCE SUMMARY RECORD (PSR) AND YOUR MICROFICHE RECORDS

- A. Request must be in writing and signed
- B. Microfiche and PSC (PERS-313C)
 - FAX: (901) 874-2664 DSN: 882-2664
 - Questions: (901) 874-3413/3414
 - Mailing Address:
 - Navy Personnel Command
 - PERS-313C
 - 5720 Integrity Drive
 - Millington, TN 38055-3130
- C. Review of Records
 - 1. Ensure Documents on Microfiche are YOURS
 - 2. Verify Data on Microfiche and PSR Match
 - 3. Notify Navy Personnel Command—6 months prior to Selection Board of Errors and Provide Documentation to Correct Errors
 - 4. Order your microfiche and PSR Annually
- D. PERS-311, Fitness Report and Evaluation, Points of Contact
 - 1. Customer Service Desk
 - Commercial: (901) 874-3313/3315/3316
 - DSN: 882-3313/3315/3316
 - 2. FAX: (901) 874-2761 DSN: 882-2761
 - 3. Email: p311@persnet.navy.mil

PERFORMANCE SUMMARY RECORD [Enclosure \(3\)](#)

- A. Provides a concise display of:
 - 1. Promotion History
 - 2. Educational Information
 - 3. Professional Qualification
 - 4. Personal Awards
 - 5. Evaluation Report Data Summary
 - 6. Other Items Critical to Evaluating an Individual

- B. One of the most important things that a promotion board will look at when they review the PSR in the “tank” while voting on a individual’s record is the area that provides the averages regarding a specific FITREP. This area includes four numbers: (1) the individual trait average for that officer on that FITREP; (2) the summary group trait average for all the officers marked in that same summary group; (3) the number of reports that was used to build the average; and (4) the reporting senior’s cumulative average. The board will look closely at where that individual officer falls in comparison to their peers and in comparison to the reporting senior’s cumulative average and average for that particular group of FITREPs. This tells the board where this officer fell in the numerical spread across that peer group.

FITNESS REPORT FORM Enclosure (4)

1. Defining the Components:
 - A. Block 1: NAME: Member’s last name, first name, middle initial, and suffix, if any, separated by spaces. Place a comma after the last name. Omit spaces and punctuation within a name. If the member has no middle name or initial, enter NMN.
 - B. Block 2: GRADE: Grade which the member is actually wearing on the ending date of the report. CAPT, CDR, LCR, LT
 - C. Block 3: DESIGNATOR: Enter the four-digit officer designator as of the ending date of report: 2305 (if USNR) 2300 (if USN)
 - D. Block 4: SSN (social security number): Member’s social security number with hyphens after the third and fourth digits.
 - E. Block 5: DUTY/COMPETITIVE STATUS: Place an x in one and only one box as follows:
 - 1) ACT: USN or USNR on extended active duty who competes with USN for promotion
 - 2) TAR: USNR designated for Training and Administration of Reserves
 - 3) INACT: USNR on inactive duty (drilling Reservist)
 - 4) AT/ADSW/265: USNR temporarily on active duty, competes as inactive reserve for promotion. Includes all AT,ADT, ADSW, OYR, 265
 - F. Block 6: UIC: Unit Identification Code of member’s ship/station.
 - G. Block 7: SHIP/STATION: Abbreviated name of the activity to which the member is assigned for the duty reported on. Do not spell letters and numbers.
 - H. Block 8: PROMOTION STATUS: Enter the member’s promotion status at the ending date of the report period: “REGULAR, FROCKED, SELECTED, SPOT”
 - I. Block 9: DATE REPORTED: in yrMONda format, enter date the member reported to the command named in block 7. Exp: 96OCT17
 - J. Block 10-13: OCCASION FOR REPORT: Place an X in each block that applies.
 - K. Block 14-15: PERIOD OF REPORT: In yrMONda format, enter the beginning (FROM) and ending (TO) dates of the report period.
 - L. Block 16: NOT OBSERVED REPORT: If this is a wholly Not Observed (NOB) report, enter an X in block 16. The trait grades must be left blank, no career recommendation is permitted, the promotion recommendation must be NOB, and the promotion recommendation summary must be left blank. Comments are limited primarily to administrative and training information.
 - M. Block 17-19: TYPE OF REPORT: Place an X in the block which applies. If this is a Concurrent/Regular report, place an X in blocks 17 and 18, and regular reporting senior initial block 17.
 - N. Block 20: PHYSICAL READINESS: Enter the code letter for the most recent PRT result, a slash, and the two letter code for the height/weight or body fat measurement. Use the PRT score from the most recent official PRT.

PRT Code	Height/Weight or Body Fat Code
P: Passed	WS: Within standards
*F: Failed, or failed to participate in PRT when required	*NS: Not within standards, or failed to be weighed or measured when required
E: exempt (50 or over)	MW: Medically waived (temporary medical condition or pregnancy)
M: Medically waived from entire PRT	
**N: Not tested or score not available	**XX: Impossible to weigh or measure

*Explain in the comments and treat as adverse matter

**May be used for reports covering less than 90 days and prior test score not available; or member has been on active duty less than 20 weeks and PRT not administered; or member reported on board less than 10-12 weeks prior to scheduled PRT and prior test score not available.

- O. Block 21: SUBCATEGORY: Usually NA (Subcategory not used) or BASIC (member of the basic group if subcategories are used). See your command for guidance.
- P. Block 22: REPORTING SENIOR: Enter last name and initials of the reporting senior. Place a comma after the last name. Omit punctuation or spaces within the last name. Be sure the name and signature match.
- Q. Block 23: GRADE: Enter reporting senior's grad:
- R. Block 24: DESIGNATOR: Enter reporting senior's four-digit officer designator. If a member of another service, enter abbreviation for branch of service: USAF, USA, USMC, USCG, USPH, NOAA
- S. Block 25: TITLE: Reporting senior title (abbreviate if necessary). May be up to 14 characters and spaces. Always use CO for Commanding Officer and OIC for Officer in Charge.
- T. Block 26: UIC: UIC of reporting senior's command.
- U. Block 27: SSN: Reporting senior's social security number. Use hyphens after the third and fifth digits.
- V. Block 28: COMMAND EMPLOYMENT AND COMMAND ACHIEVEMENT: See local command for guidance
- W. Block 29: PRIMARY/COLLATERAL/WATCHSTANDING DUTIES: In the small box to the right of the caption, enter an abbreviation of 14 or fewer characters and spaces for the most significant primary duty for the period reported on.
 - 1) Duty Titles: Beginning to the right of the abbreviations box, entry duty titles and number of months each duty was assigned during this report period. Enter duty titles in the following order: most significant primary duty (corresponds to the abbreviation); other primary duties; collateral duties; watch-standing duties:
 - 2) Periods Not Available for Duty: Identify any periods during which no duties were assigned. Such periods may include en route time prior to reporting, TEMADD, unusually long leave, etc. (If necessary to include pregnancy leave, identify only as "leave").
 - 3) Job Scope Statement: Briefly state the scope of primary duty responsibilities. Include such items as technical or professional duties, personnel supervised, budget administered.
- X. Block 30: DATE COUNSELED: If mid-term counseling was received during the reporting period, enter the date counseled from the counseling worksheet. Use yrMONda format. If counseling was not performed because the counseling date did not fall within the reporting period, enter NOT REQ in block 30. If counseling was not performed for any other reason, enter NOT PERF, and provide a brief explanation in block 31.
- Y. Block 31: COUNSELOR: This block is signed on the counseling worksheet only. On the fitness or evaluation report, type the name of the counselor from the counseling worksheet. If the entry in block 30 is NOT PERF, enter a brief explanation in block 31, e.g., TEMADD or ILLNESS. If a longer explanation is needed, enter SEE COMMENT and provide an explanation in the Comments block.

- Z. Block 32: SIGNATURE OF INDIVIDUAL COUNSELED: The member will sign this block on both the counseling worksheet and the fitness for evaluation report. Use black ink. The signature verifies that blocks 30 and 31 are accurate, but does not necessarily mean that the counseling was considered adequate. An individual who believes that the counseling was inadequate may submit a statement to the record.
- AA. Block 33-39: PERFORMANCE TRAITS: For each trait, place an X in one and only one box. The meanings of the trait grades are printed on the form. Grade Not Observed (NOB) on block 39 if it is not applicable to the member.
- BB. Block 40: CAREER RECOMMENDATIONS: Enter one or two career recommendations. The second recommendation is not required. Each entry can have a maximum of 20 characters and spaces. Do not leave blank. If no recommendation is appropriate, enter NA or NONE in the first block. These recommendations are based on performance. They are not binding on detailers, do not preclude consideration for other opportunities, and do not replace duty preference cards. Be realistic. Be Specific. For officers, the first recommendation should be for NEXT significant career milestone, and should be useful to detailers and screening boards.
- CC. Block 41: COMMENTS ON PERFORMANCE: See ANNEX N of BUPERSINST 1610.10 for expanded guidance on preparation, organization, style, reporting on misconduct, prohibited comments, and special interest items which must be mentioned when they apply. Typography: Use only 10 or 12 pitch, use upper and lower case. Do not underline, boldface, italicize, center or otherwise highlight passages. See instruction for additional specific guidelines.
- DD. Block 42: PROMOTION RECOMMENDATION: Place an X in the box for the promotion recommendation. The recommendation may be NOB if appropriate, e.g. short period and few or no traits graded.
- EE. Block 43: SUMMARY: Enter the number in this member's summary group who have received each promotion recommendation. A summary group consists of all reports which share all of the characteristics of grade/rate, designator, duty/competitive status, promotion status, To, type of report, billet subcategory, reporting senior, promotion recommendation
- FF. Block 44: REPORTING SENIOR ADDRESS: Enter the reporting senior's address for receiving BUPERS inquiries concerning the report. For active duty reporting seniors with transfer or retirement orders, enter address of next command or home address, as appropriate.
- GG. Block 45: SIGNATURE OF REPORTING SENIOR: Reporting senior sign and date. The date must be the actual signature date of the report. All reports must be signed by The reporting senior whose name appears in block 22.
- HH. Block 46: SIGNATURE OF INDIVIDUAL EVALUATED:
- 1) Review and Counseling: The member should be given an opportunity to review the report. Verify name, SSN, and other administrative entries. Counseling the member on performance should be done at this time. Adverse matters should be explained. Verbal explanation is sufficient.
 - 2) Signature: Member will check the box indicating intention to submit or not submit a statement, and sign and date all copies. Use black ink. Also sign block 32. The member's signature does not imply agreement with the report or satisfaction with counseling, but merely certifies that the member has seen the report and understands the right to submit a statement. In general, the member's signature is required on all Regular reports for all pay grades.
 - 3) Statement: The member may submit a statement on any report, whether or not the reporting senior considers it adverse. If the member desires to submit a statement, reference to Annex S of BUPERSINST 1610.10.

OFFICER FITNESS REPORT INPUT REQUIREMENTS—“BRAG SHEETS”, [enclosure \(5\)](#)

1. Administrative Data
 - A. Full Name
 - B. Grade (indicate if frocked, spot-promoted, or a selectee to a higher grade)
 - C. Designator
 - D. SSN
 - E. Date report to command
 - F. Ending date of last Regular fitness report
 - G. If a Detachment of Individual report, next permanent duty assignment
2. Duties (List by title. Include months assigned during this report period)
 - A. Primary duties (most significant first)
 - B. Collateral duties
 - C. Watchstanding duties
 - D. ADDU/TEMADD/TEMADDINS, if any. List command, inclusive dates, and duties or courses.
 - E. Periods not available for duty, if any. (Account for en route time prior to report, and lengthy leave)
3. Job Scope
 - A. One sentence description of primary duties
 - B. Personnel directly supervised (subdivided by officers, enlisted, civilians, reservists)
 - C. Personnel supervised through subordinates (subdivide as above)
 - D. Major equipment and material for which responsible
 - E. Size of budget managed
 - F. Subspecialty codes awarded and used, extent of utilization, and whether officially required by billet
 - G. Responsibilities for classified materials
4. Specific Contributions (Indicate whether as individual, team member, or leader)
 - A. Operational readiness and performance
 - B. Management and administrative performance
 - C. Training
 - D. Inspection results
 - E. Quality improvement and cost savings
 - F. Environmental quality and safety
 - G. Equal respect and opportunity
 - H. Betterment of civilian work force
 - I. Utilization of Reserves
 - J. Moral and welfare
 - K. Retention
 - L. Specific contributions in support of DOD/DON management improvement programs
 - M. Other
5. Personal Achievements
 - A. Qualifications attained
 - B. Educational courses completed
 - C. Awards/commendations during period
 - D. Other
6. Future duties and schools desired

FITNESS REPORT FINESSE

From the moment you raised your hand and took your oath as a Naval officer, your “performance” evaluation cycle began. So, let’s start at the beginning on how to produce more effective reports of your total performance. Nothing impacts more on an individual’s career than the composite of your performance appraisals.

LETTER OF INTRODUCTION

Upon receipt of orders to your next duty station, take time to write a Letter of Introduction to your new Commanding Officer or Reporting Senior listed on your orders. **Make a good first impression.** A copy to the Optometry Department Head and others in your new chain of command would be appreciated. Use a business letter format and keep your letter to about one page. You will want to include a little information about yourself and your family. Include your formal education, significant leadership and other education/experiences—all resources that may be of value to your gaining command. The tone of your letter should indicate how you are looking forward to joining the new command, how you are eager to participate in supporting their mission, when you plan to arrive, and your Point of Contact (POC) information. The letter introduces you to the command leadership and sets a favorable tone for your arrival. The leadership will begin to know from the letter who you are, some of the resources you possess, and that you are someone they may want to consider for collateral duties.

INDOCTRINATION INTERVIEWS

You only get one opportunity to make a first visual impression. Make sure you have the correct uniform of the day, that it is cleaned and pressed. Pay particular attention to your grooming habits—your hair should be clean, neat and conform to the required regulations; your nails should be groomed, clean and conform to the required regulations; your shoes should be polished and clean. If you are unsure of the regulations, **ASK** your supervisor, your peers, or your sponsor. When you go to your interviews with your Director, with the XO and/or with the CO, speak clearly, look at the person you are meeting and try to present a positive, upbeat attitude.

DOCUMENT YOUR PERFORMANCE

At the beginning of a performance cycle, establish personal and professional goals that you want to achieve during the next year. Write your goals down—make them measurable, attainable, and realistic. Share your goals with your direct supervisor. As you progress throughout the year, document your “successes”. Write your success statements as a **Cause and Effect** bullet, i.e. by doing X you achieved Y. Try and **quantify** your statements. When it comes time for you to provide your “brag sheet”, you will already have a chronological history of your performance throughout the year. **Ensure** that you are given, at least, a mid-year counseling session by your direct supervisor. Bring your success statements with you. **Ask questions** and do not be afraid of “constructive criticism” during your one-on-one counseling session. There should be **no surprises** at the end of the reporting period when your fitness report is finalized.

PREPARING YOUR FITNESS REPORT INFORMATION

Performance, performance, performance—is what should be documented on your fitness report. If you keep good records of your performance throughout the year, this step should be relatively straightforward. But **do not leave anything to chance.** No one should care more about your fitness report than you do. **Know your reporting cycle.**

<u>RANK</u>	<u>MID YEAR COUSELING</u>	<u>FITNESS REPORT DUE</u>
LT	July	31 Jan
LCDR	April	31 Oct
CDR	February	31 Aug
CAPT	January	31 Jul

Fitness reports are also due upon the transfer or retirement of your Reporting Senior and at the time of your detachment from a command. **Start Early** to avoid last minute mistakes or omissions. Enclosure 4 is a sample form for a brag sheet but not all commands will use this format. Whatever the format used by your individual commands, ensure that all of the elements outlined in the “*Officer Fitness Report Input Requirements*” section are covered in your brag sheet. The format outlines your impact to the command/Navy as a naval officer, as a MSC officer and as an optometrist. As your career advances, your impact to the command/Navy will shift in emphasis depending on the job assignment(s) you hold. I would also suggest that you provide a “draft” fitness report along with your brag sheet to your supervisor. **Be sure**, on both the brag sheet and the fitness report that your spelling, sentence structure and tenses of verbs are correct. Have **someone you trust** “proof read” your report for such errors and to ensure that what you are trying to convey is, in fact, how someone who is not familiar with your job requirements understands your report. **Remember who your audience is**, when you are drafting your brag sheet and fitness report. Your input goes first to your direct supervisor (who may or may not be an eye care provider), then to your Director, from there to the Board of Directors. At most commands, the Board of Directors will be making the “ranking” recommendations to the commanding officer. The Board of Directors is often made up of physicians, nurses, health care administrators, and chaplains, allied health providers and civilians. Once your fitness report leaves your command, the next group to review your fitness report will be your Promotion Board. Your Promotion Board will consist of (at a minimum) one health care administrator, one health care scientist, one line corps officer, one reserve officer, one commanding officer and possibly a physician. In order for your fitness report to have its maximum impact, you need to be aware of your audience. In our current system, the ranking boards and the Promotion Boards are reviewing and comparing a diverse group of specialties. Whether you like the system or not, it is the system in which we work. So let’s look at some examples on **how we can make the system work more effectively in our favor by providing some examples of how to articulate your performance in a language that is clear and concise to your audience.**

IDENTIFYING EXCEPTIONAL PERFORMANCE

1. There are numerous ways for someone to distinguish himself or herself through exceptional performance. Here are just a few:
 - a. Through performance that is clearly superior when compared to others serving in similar positions.
 - 1) Performing duties of higher rank/rate
 - 2) Accomplishing something that others have not
 - 3) Serving in several important positions
 - 4) Covering officers or billets in absence of others
 - 5) Accomplishing more than peers

- 6) Performing the job with exceptional efficiency and/or effectiveness
- 7) Accomplishing the same quantity or quality of work, but under more arduous conditions
 - *with fewer people
 - *with people less skilled or less motivated
 - *with shorter fused deadlines
 - *with older, outdated, less reliable equipment
- b. Doing more than that which is required.
 - *Extra initiative
 - *Creativity
 - *Extra enthusiasm
 - *Working extra hours
 - *Saving money and/or time
 - *Exceeding performance standards in either
 - Quantity or
 - Quality or both
- b. Doing things that had a positive impact on policies, procedures, and/or proficiency of others that benefited any of the following:

Division	Medical Department
Department	U. S. Navy
Command	Dept of Defense
Base	Civilian community
Corps	the Nation
Foreign Nations	International relations

A FEW PEARLS:

- *Be succinct
- *Bullets should be stated with a cause and effect
- *Quantify when possible—"statistics" are factors that your audience understands. Make sure you keep documentation on how you derived your quantifiers. Choose the quantifier that provides the greatest impact for your bullet.
- *Be careful not to confuse a "cost savings" with a "cost avoidance"
- *Write in an active voice
- *Organize your bullets---start with the biggest impact statements first
- *Be a part of your command—your "service reputation" can have an influence on your audience, particularly at the local level
- *Be realistic and specific on career recommendations

BE SUCCINCT: Remember, you only have 18 lines (on the FITREP) to highlight your performance. The more information you can pack into a short space, the stronger the "sell". Do not use "filler" or "fluff". Your brag sheet can have bullet information that is more detailed.

Example: "Completed the testing and approved for use the litter, folding, rigid pole, decontaminable. This approval was critical for the DEPMEDS Hospitals and the aeromedical evacuation environment (AEE). Prior to the decontaminable litter, the Services purchased a significant number of litters that had a nylon cover. Patients would slide on these nylon litters which would then cause a static discharge. This was unacceptable, especially in the AEE environment, therefore modifications were made to the military specifications of the litter."

More Succinct: “As Program Manager for first article testing of an advanced decontamination litter to support nuclear, biological and chemical warfare, coordinated source selection among the Services meeting all required technical properties and reduced the approval period from 75 days to immediate production.”

CAUSE AND EFFECT BULLETS: State what you have accomplished and the impact the accomplishment has had on your patients, your command, the Navy, etc.

Example: “Unwavering leadership demonstrated as Chair of the Command Assessment Team, resulted in the establishment of a Command Retention Team and instruction; reactivated the Senior Enlisted Advisor Program; formulated a Disciplinary Review Board; revitalized the BEQ Advisory Committee; advocated a strong command focus on civilian issues—all civilian position descriptions were aligned with the specific job; training for personnel who supervise civilians was provided; and a comprehensive review of the civilian awards system and instruction was completed.”

QUANTIFY WHEN POSSIBLE:

No Quantifiers: “In his role as the Chairman, LCDR Smith’s superior management skills and outstanding creativity directly contributed to the success of the Combined Federal Campaign.”

Quantifiers: “As Chair of the Combined Federal Campaign, LCDR Smith organized, trained, and supervised over 130 volunteers who attained 100% command contact. Over 170,000 dollars were pledged which not only met the command’s goal for the first time in three years but exceeded it by 7%.”

Verify: 170,000 dollars is 107% of 158,500 dollars (Goal)

COST SAVINGS/COST AVOIDANCE:

Cost Savings: “Developed and implemented a nationally unique 5 day training course for DoD optometrists on pre and post refractive surgery resulting in military-specific training and education savings of over 35,000 dollars annually to DoD medical treatment facilities.”

Justification:

BUPERS estimates the TAD cost of the two week Leadership course (in conjunction with a PCS move) is: \$600/12 days (at Coronado) and \$550/12 days (at Little Creek), therefore, the estimated cost for a 5 day TAD (exp. The FSO meeting in Pensacola) would be: 600/12 or \$250 (for the 5 day course).

The estimated cost for a 5 day Continuing Education TAD (exp: AAO meeting, SECO meeting in Atlanta, etc) runs approximately \$1000-\$1500 for 5 days.

Let’s assume that this course is given in conjunction with the FSO meeting (since it is directed for DoD optometrists). Average attendance is between 150-175 members. Estimate that 1/3 of the attendees will obtain this unique training course/year

Therefore:

Military Site: \$250/5 days x 50 DoD optometrists: \$12,500 Training Cost

Civilian CE Site: \$1000/5 days x 50 DoD optometrists: \$50,000 Training Cost

The Delta: \$37,500
(Will factor \$2500 for the presenter's costs)

The Cost is a **Savings** because you are required to obtaining CE credits to maintain licensure. Since CE is a requirement, the Command would be required to provide a source of CE from either a military site or a civilian site.

Cost Avoidance: "Initiated a Clinical Outreach Program providing primary eye care at outlying medical facilities saving over 8,000 lost work hours for active duty personnel. In addition to lost time due to travel, medevacs and secondary consultation expenses were averted. Total cost avoidance could exceed \$193,000 annually."

Justification:

1. The average distance (measured in time to travel the round trip distance in miles) from the outlying clinics to the primary eye care location/MTF was:

50 miles takes apprx. 60 minutes/one way, therefore, 120 minutes or: 2 Hrs

2. Factor in 90 minutes time for the member to accomplish additional "errands" while away from their primary command (i.e. stop at PSD, eat lunch, go to the Exchange/Commissary, etc.), or:

1.5Hrs

3. Unless you know (via CHCS or CEIS) the exact breakdown of you clinic visits by rank/rate, take a mid-range cost/hour : [Enclosure \(6\)](#)

Ave. hourly wage (O1-O6 and E-3-E-8) salary is:

\$ 32.36/Hr

4. The total number of patients seen yearly at the outlying clinics:

Using [enclosure \(7\)](#), the total number of patients seen at outlying clinics was:
(For an example we will use: Naval Hospital Lemoore, CA)

BMC NWS Concord, CA	2237 (AD only)	
BMC NAS Fallon, NV	160 (AD only)	
TOTAL		2,397 pts

Therefore,

2,397 patients x 3.5 Hrs Lost/patient = 8,389.5 Hrs Lost (in "accessing care")

OR

Cost of Lost Man-Hrs: \$32.36/Hr x 8,389.5 Hrs Lost = \$271,484.22

AND:

If the patient is seen at or near their work site, the work site will lose the patient for approximately 1 to 1 ½ hours:

2,397 patients x 1.0 Hrs Lost/patient = 2,397 Hrs Lost

Cost of Lost Man-Hrs: \$32.36Hr x 2,397 Hrs Lost = \$77,566.92

TOTAL COST AVOIDANCE (Cost of lost productivity at the Work Center)

$$\$271,484.22 - \$77,566.92 = \$193,917.30$$

NOTE: You have two quantifiers in the equation:

1. Lost Man Hrs (in Hrs)
2. The Cost of lost productivity

The Cost of Lost productivity has a greater impact to your “audience”. Your audience can understand \$\$\$\$. Such quantifiers add to the “value” of the services your perform and demonstrates in a “language” that all your audience can understand of the necessity of having optometrists in the Navy.

WRITE IN AN ACTIVE VOICE: The narrative portion of the fitness report validates the grades that you are given in blocks 33-38. You want your audience to read the narrative and go, “WOW, this officer is exactly the type of individual we need in today’s Navy”.

Exp: “Obtained a Master’s of Public Administration degree in Health Care Administration on her own time”.

“Graduating with a 4.0 average, she earned a Master’s of Public Administration degree in Health Care Administration on her own time to broaden her knowledge of our ever evolving healthcare system. Unifying her strong clinical base with her solid administrative understanding, makes her a natural leader in our TRICARE environment.”

ORGANIZE YOUR BULLETS: On your fitness report narrative, the bullets are usually done in chronological order to support the grades given in blocks 33-38. On your “brag sheet” you will include additional bullets to identify your strongest attributes. Here, you want to have your bullets with the biggest impact listed first.

See [Enclosures \(8\) – \(9\)](#) for examples of FITREPS that correspond with the “Brag Sheets” provided in [Enclosure \(5\)](#)

BE PART OF YOUR COMMAND: While you are in the Navy you will serve three major roles:

OPTOMETRIST/CLINICIAN
MEDICAL SERVICE CORPS OFFICER
NAVAL OFFICER

Throughout your career, the emphasis on which role will be the major part of your everyday life will shift. Early in your career you will be establishing yourself as a clinician—the first part of your “service reputation” will be among your optometric and ophthalmologic colleagues. As a Clinician (O3 to O4 level):

*Carry your load—don’t be lazy and don’t make your patients wait unnecessarily.

*If you are unsure—ASK questions. Consult with your colleagues, find out where the resources are located, and practice clinical procedures with one another until you build your confidence.

*Examples of Collateral Duties during this time:

>BLS Instructor—after initial training course you can schedule ahead your teaching opportunities. It is easier to plan your clinical schedule with this type of schedule, you are making a contribution to the command and you are not out of direct patient care on a regular basis.

>Member of the Command Assessment Team and/or Teacher for the Command Training Team—similar reasons to BLS Instructor above

>Member, MSC Social Committee—more often than not, this is the most fun committee to be on. It is a great opportunity to interact with other MSC officers of various ranks.

>Standing the Duty—Officer of the Day (OOD) or Command Duty Officer (CDO) are administrative watches at most commands. The watch can be on board or a beeper watch. This is one opportunity in which you will perform similar functions to all other MSC officers of your rank. You have to make rounds, you often will brief the CO/XO---this is a great opportunity to get exposure in your command. If you have aspirations of being a CO/XO one day, the administrative background you develop from standing the watch is invaluable.

>Departmental Training Officer/Departmental Process Evaluation & Improvement Officer—functions that are required of every department, most of the tasks for these jobs can be worked around your clinical schedule.

>MSC Ball—occurs annually on 04 August. Has a finite beginning and end. Another great opportunity to interface with your MSC colleagues.

>Additional suggestions were provided in the last newsletter under topic #7: Survey Results.

MEDICAL SERVICE CORPS OFFICER (all levels)

The Navy is a very tradition, social organization. In order for the entire enterprise to function, we all must work together. You do not HAVE to go to EVERY function or may not be able to go to every function (because of your clinical commitments)—but make a strong effort to attend when ever possible. If you are stationed with one or more optometrists, work out a schedule that allows at least one of you to attend every function. **Have Fun** and be open to new opportunities and new people.

NAVAL OFFICER (all levels)

Build on the foundation you learned during OIS—take correspondence courses, check with your command Education and Training department for military courses on leadership, management, Big Navy, and have a clear focus of your personal career goals and aspirations. At the **O5 level**, your next promotion board will be looking at you from the perspective of: “Is this officer Executive Medicine material?” Emphasize in your fitness report how you meet or exceed this marker. Leadership should be evident by this time and well documented in your fitness report. Remember, at the O6 level the Selection Board is looking for officers with “traits” that identify him/her as a leader but that does not mean one has to leave the clinical arena before or even after selection to the O6 level. Of the eight O6 Navy optometrists currently on active duty, five are direct care providers.

SUMMARY

The rest is up to you. Good Luck!